



Navy Public Affairs Guide

Community Outreach



3	Why Community Outreach?
4	How to Conduct Community Outreach
7	Questions to Consider When Planning Community Outreach
9	Components of a Navy Community Outreach Program
9	• Department of Defense Programs
10	• Department of the Navy Programs
22	• Command Level Programs
23	News Media and Social Media Engagement
24	References

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Why Community Outreach?

Community outreach (also referred to as community relations) is one of the three pillars of DoD and Navy public affairs. Effective community outreach is generally the Navy's most direct, in-person engagement with the public, in the U.S. and internationally. As a servant to the nation, and by extension, the world, community outreach can be considered a moral imperative as much or more than simply a way to maintain a positive public image. Effective community outreach can lead to numerous positive outcomes for the Navy and the public.

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Community outreach requirements should be considered at every level of command. This guide focuses on what Navy PA professionals should consider as they conduct community outreach activities at the local command level and support national level activities as required by OPNAV Instruction 5726.8A, Outreach: America's Navy (O:AN).

Local community outreach should be approached and promoted internally as an integral component of a commander's mission. Tying outreach efforts to broader mission goals will help ensure that the time and budget necessary to pursue a robust local outreach campaign are made available. Commanders need to understand they will be more likely to succeed and less likely to encounter negativity from the community if they proactively invest in outreach efforts that build and strengthen ties with the relevant community organizations and community leaders who care about or are affected by the local Navy presence.

To understand and support the Navy, the American people need to be able to reach out and touch the Navy, and not just in major cities and fleet concentration areas. Extensive polling by the Gallup Organization in recent years makes clear that direct exposure to the Navy and Navy messages positively impact attitudes.

At the same time, community outreach is not at its core about making people like the Navy better. It is about fulfilling an obligation to explain to the American people about their Navy and its relevance to national security.

As will be explained in this Navy Public Affairs Guide, PA professionals can consider many options in organizing a community outreach campaign – and make no mistake community outreach efforts are far more effective when organized into a planned, concerted campaign than when pursued as unrelated, individual events. It all starts with obtaining and sustaining command buy-in. That is why it is important to not just understand how to host an event or it is within policy to participate in a local parade, but to understand and to be able to explain why community outreach—building and sustaining relationships with local and national constituencies—is necessary for any command to complete its short- and long-term missions. If you can explain from the outset why to conduct community outreach activities, you then will be able to focus your attention more fully on the how and what elements of interacting with your command's constituencies.

How to Conduct Community Outreach

While community outreach engagements can arise from efforts by anyone from a flag officer to a civic-minded Sailor, outreach is most effectively executed when a PA professional (including collateral duty PA professionals) plans it as part of a broader command communication plan tied to the command's mission and objectives. PA professionals should make time to communicate key messages through designated mechanisms to the command's key publics.

Good community outreach planning ensures this through both strategic and tactical planning. In the past, tactical planning was most common: isolate one element of the PA program — such as a school visit, a special edition of the internal paper or a distinguished visitor embark — and brainstorm a quick plan for that single event. When one activity ended, the PA professional moved to the next. Strong PA professionals examine all PA activities in the context of an overall strategy and regularly evaluate the success of that strategy. This also has the added benefit of allowing for long term measurement of success, which is crucial to maintaining command support.

A community outreach strategic (long-range) plan is based on mission and objectives and often is organized chronologically. When planning the year's overall community outreach program, consider the basic mission and direction (strategy) of the organization. Within that larger strategic community outreach plan, PA professionals should incorporate tactical (short-term) plans to carry out individual events. For example, a local commander speaks to the Rotary Club about an upcoming air show as part of a tactical plan to promote an upcoming Blue Angels performance and a tactical plan to engage with the Rotary Club. The air show itself however, is part of the Navy's overall community outreach strategic plan.

To successfully conduct community outreach, a PA professional must:

Understand the mission

A commander will want to understand what the return on investment for the command will be if it supports and funds community outreach efforts suggested by the PA professional. The plan should be directly related to the command's mission and the commander's goals. Preparing proof points to show the benefits of community outreach to the command will help ensure that the commander will commit to enduring authority and funding for community outreach efforts. Community outreach must compete with many other priorities for time, funding and attention, thus it is important to make an argument that is so inextricably tied to the command mission and commander's vision that it is easy to see the value.

Use your resources

Community outreach efforts do not occur in a vacuum, and the PA professional does not conduct most of the actual outreach. Sailors, bands, and commanders also conduct outreach. Before creating a comprehensive community outreach plan, understand exactly what resources — both in terms of people and equipment — you have on hand or can access or leverage to conduct the most robust community outreach possible. This does not just mean local resources; as this guide will explain later, there are a number of Navy-wide resources you can request to support local community outreach efforts. Casting a wide net to involve many components of the command will have the benefit of ensuring support and buy-in from a number of critical decision-makers within the command. It is easy to create an outreach plan that informs friends of the Navy — the Navy League,

Don't preach to the choir

the American Legion, the local defense industry – and those are important audiences to maintain contact with as part of an outreach campaign. But they also are the audiences most likely to understand and support the Navy. A PA professional sells the command short if an effort is not made to schedule outreach activities that engage new audiences – even those not historically supportive of the Navy. Remember, community outreach is not a popularity contest; it is an obligation to enhance awareness of the Navy. Even if local constituent groups are not supportive of the command, they will respect it if they feel like the command is listening and is making an effort to sustain a dialogue with them.

Have a process for handling community requests

No matter how proactive you are in developing a community outreach plan, a large part of your work will result from outside requests—community groups wanting a speaker; parade invitations; and requests for meetings to discuss local issues involving your command. Having a set of rules and a system in place for processing, adjudicating and responding to such requests is crucial to your overall success. If you process these requests in a timely manner and provide your commander with well-thought out advice on how to respond to each, your commander will be more likely to trust your judgment and approve your own proactive community outreach plans. Additionally, if the community feels like its needs are met, members will be more open and receptive to your initiatives to engage them, strengthen relationships and burnish your command's image as a responsible and welcome part of the community.

Know the regulations

This guide is focused on emphasizing why and how to conduct community outreach for the Navy. A number of regulations govern what a PA professional can and cannot do when executing a community outreach campaign. Before taking any action, it is crucial to know whether an action is allowable. Some actions—like endorsing a political candidate—are never allowable, while others—like having a Navy band perform at an event—are allowable depending on the nature and composition of the event. The PA professional must understand the regulations before asking a commander for approval of any community outreach action.

The most important Navy documents PA professionals to read and have available to supplement this guide are SECNAVINST 5720.44C, the Department of the Navy Public Affairs Policy and Regulations, and OPNAVINST 5726.8A, Outreach: America's Navy, which amplify and support DoD Instruction 5410.19 and others listed at the end of this guide. They provide in-depth overviews of the rules and restrictions that a PA professional must understand to execute a comprehensive community outreach campaign.

Outreach: America's Navy (O:AN) is a key tool for the PA professional. It establishes official policy and assigns responsibilities for the Navy's Community Outreach Plan. O:AN is designed enhance public awareness, especially in non-Fleet concentration areas, of Navy missions, personnel, and recruiting. Efforts include public speaking events, equipment capability demonstrations, music performances and one-on-one engagements.

While O:AN does not directly affect every command, it officially tasks commanders with community outreach requirements as a core component of the Navy's and a command's communication and relationship-building efforts. O:AN can and should be used to justify and obtain resources to conduct outreach.

Educating the American public about the capability, importance, and value of today's Navy is an essential responsibility of those who serve. Effective outreach also is essential to creating positive awareness among influencers and youth, which not only translates to greater understanding of the Navy, but often to increased recruiting and retention across the Department of the Navy (DoN).

O:AN is only one component of Navy outreach efforts. It lays out clear objectives and deliverables to help show that the Navy places a strong value on funding and executing ongoing outreach to the public.

Report the results

Even after the commander approves a community outreach plan and you executed components of the plan, you are not in the clear. Commanders want to see proof that your work is benefiting the command in reality as well as in theory. It is important to develop – and to communicate in advance – a set of metrics for measuring the impact of your activities. This could be an increase in positive news articles about your command's public participation, it could be a change in the number of requests to tour the command or it could be a higher-level metric that will gain your command outside goodwill, such as a positive change in the number of new Sailors recruited from your region after a community outreach campaign. Whatever it is, you need to know how to make the case that your community outreach is not just theoretically positive, but that it actually impacts your command's mission and the Navy's.

Questions to Consider When Planning Community Outreach

PA professionals should consider many questions before, during and after executing community outreach efforts. The following key questions hopefully will inspire additional thoughts and questions as you go about your job. Remember: never assume that “if you build it, they will come.” You must develop the community outreach plan and execute the community outreach events; and you also must ensure your efforts reach the right people in your command and in the community.

Research

- What is the command’s mission?
- How does community outreach support the mission?
- Have I made my commander clear on the benefits of community outreach?
- What do I hope to achieve from community outreach?
- What am I authorized to do? Restricted from doing?
- Have I read the relevant regulations and consulted with the command JAG if I have concerns about the legality of any actions?
- What internal resources do I have available? What external resources can I use?
- Who in the community do we need to reach?
- What, if any, community outreach efforts has the command engaged in within the past five years?

Planning

- Do I have the resources available to support community outreach plans?
- Have I turned my strategic community outreach plan into a tactical action plan that accounts for all the work needed to successfully execute events and other outreach?
- Have I adequately engaged with community leaders to guarantee community interest in command outreach?
- Have I considered whether any of my planned actions will be interpreted differently than planned by a non-military audience?
- Have I identified metrics that accurately measure the impact of the plan/event and how it supports the command’s mission?

Execution

- Have I confirmed all of the details for the event/engagement in the plan with the key participants from the command and the community?
- Have I provided those likely to be impacted by the event/engagement with adequate notice of the event/engagement?

- Do I have all of the necessary personnel, supplies, support, etc. required to execute the event/engagement?
- Did I execute the event/outreach plan as written?

Evaluation

- Did we reach those in the community we needed to reach?
- Did I set clear metrics and track items like attendance, comments, media hits and other tangible elements that will allow me to measure the impact of community outreach efforts?
- Have I shared the results of the community outreach with my command?
- Have I completed an after action report identifying what went right, what went wrong, and what can be improved in future community outreach?
- Have I updated ongoing community outreach plans with lessons learned from the just-completed efforts?
- Do I have a plan to capitalize on the relationships and goodwill created through community outreach to ensure the command is establishing a continuous dialogue with our key publics after the plan has been executed?

Components of a Navy Communication Outreach Program

This section focuses on resources that may be available to support command-level community outreach efforts, beginning at the Department of Defense (DoD) level and ending with the resources you personally oversee within your command. There is no clear directive for when you must or must not use each of these components; sometimes they simply won't be available even if they would be a perfect fit. But if you understand what may be available to you, your community outreach plan has the potential to deliver significant value, both to your command and to the entire Navy.

A quick note about overseas community outreach: While this guide provides relatively geographically non-specific suggestions for community outreach, many of these resources are applicable only within the U.S. PA professionals have a different set of tools to work with, and a narrower obligation to directly pursue community outreach activities overseas. In many cases, the PA professional will share community outreach responsibilities in foreign countries with civil affairs efforts, including the Navy's Maritime Civil Affairs and Security Training Command and similar joint or international organizations when operating in environments that are not exclusively Navy. If you are overseas, talk to your command and other relevant parties to identify the specific requirements and restrictions when considering community outreach activities.

Department of Defense Programs

Joint Civilian Orientation Conference

The Joint Civilian Orientation Conference (JCOC) is the oldest public liaison program in DoD, and is the only outreach program the Secretary of Defense sponsors. Participants are guests of the Secretary of Defense and attend briefings by senior military and civilian officials at the Pentagon. Then they travel to various military commands around the world to observe operations and interact with troops and military leaders. The program runs twice a year and is managed by the Office of the Assistant to the Secretary of Defense for Public Affairs.

The mission of JCOC is to increase public understanding of national defense by enabling American business and community leaders to directly observe and engage with the U.S. military. As a result of their participation in JCOC, participants take an active role in their communities to share a better understanding of the ways in which the military helps to achieve national security goals and objectives -- and to serve personally as ambassadors within their civilian spheres of influence on behalf of Service members.

Guests are nominated by each service and have limited knowledge of national defense issues. PA professionals should ensure they nominate appropriate civilian government, civic and corporate leaders for this program. Involving local leaders should be part of a strategic plan and can significantly advance accomplishment of goals and objectives. Participants also become long-term champions of DON based on their substantial involvement and increased understanding of the military. The trip usually includes five days of briefings, tours, static displays and observations of military and Coast Guard units in exercises. The trip includes a visit to Washington, D.C., with presentations by the civilian and military heads of the Department of Defense and the military departments.

Why it matters to a PA professional:	As you interact with your community, you may identify certain community and business leaders who have a strong influence and the potential to become strong supporters of the local Navy presence if they are afforded the opportunity to experience a deeper exposure to the military. JCOC is an elite opportunity for civilian leaders to develop first-hand expertise of the military's importance to the country. As you identify such leaders in your community, you can prepare JCOC nominations to have ready when CHINFO reaches out to the Navy PA community to identify candidates.
Learn more:	Visit http://jcoc.osd.mil/ to download program materials and contact the JCOC program office.
Timeline:	Applications are due by November 30 for consideration in following calendar year. The JCOC occurs twice each year, with 50 participants per conference.

Department of the Navy Programs

Navy Office of Community Outreach (NAVCO) Managed Navy-wide Programs

The Navy Office of Community Outreach (NAVCO) is the Chief of Information's (CHINFO) national community outreach field activity. Based in Millington, Tenn., it oversees the programs discussed in this section.

Why it matters to a PA professional:	If you have general community outreach questions, NAVCO personnel generally will have the answers or know where to direct you.
Learn more:	Visit www.navy.mil/navco to learn more. You can contact NAVCO by phone at 901-874-5800 or by email at navco@navy.mil .

Navy Executive Outreach

The mission of Executive Outreach at NAVCO matches senior Navy Leaders, civilian, officer, and enlisted, with interested audiences to foster understanding of the U. S. Navy's mission, capabilities, and relevance to national security. The Executive Outreach Department leads three specific outreach initiatives: Navy 50/50 Program, Navy Speakers Bureau and Organization Liaison Program, described below.

Why it matters to a PA professional:	The Executive Outreach office facilitates multiple national programs to help raise the profile of Navy leaders with the public and key organizations. They always are willing to help a PA professional understand how Executive Outreach programs are valuable to a command.
Learn more:	Visit http://www.navy.mil/navco/display.asp?page=speakers.html to learn more. You can contact the NAVCO Executive Outreach office by phone at 901-874-5805 or by email at ExecutiveOutreach@navy.mil .
Timeline:	There is no set deadline for interacting with the Executive Outreach office.

Navy Executive Outreach: Speakers Bureau

The Navy Speakers Bureau is designed to support requests for Navy speakers from external public organizations. The bureau focuses on external community outreach activities in areas outside of fleet concentration areas (fleet concentration areas are: Norfolk/Hampton Roads, Va.; Jacksonville/Mayport, Fla.; San Diego, and Seattle). The Navy Speakers Bureau does not support requests for speakers at internal Navy events. The bureau tries to fulfill all relevant, legal requests.

Potential speakers for the bureau are not limited to flag officers. Any Sailor with professional and personal wisdom to share is a potential speaker.

Why it matters to a PA professional:

If you have a commander or shipmate who is interested in public speaking, the bureau can save you time by identifying opportunities available to speak in a given region.

If you submit speaker information in advance of any known needs, the Speakers Bureau can enter the individual information into their database. Then, when potential speakers travel outside your region, the Speakers Bureau can help arrange speaking opportunities. The bureau also fields requests from the public for speakers, and reviews its database first to identify appropriate speakers from the Fleet.

Learn more:

Visit <http://www.navy.mil/navco/display.asp?page=speakers.html> to learn more. You can contact the NAVCO Executive Outreach office by phone at 901-874-5805 or by email at ExecutiveOutreach@navy.mil.

Timeline:

There is no set deadline for interacting with the Speakers Bureau.

Navy Executive Outreach: 50/50 Program

The 50/50 program was established to help communicate the Navy's key messages to an array of key influencers and organizations across the country. Every year, the Navy sends 50 senior officers, civilian and enlisted leaders to 50 U.S. markets to speak to Americans about the Navy's mission and importance to national security. The program is executed through two-to-three days of high-level engagements with corporate executives, civic leaders, government officials, university presidents, non-profit executive directors and media.

The general rule governing the program is that there will not be a 50/50 visit to a city the same year as a Navy Week there. But it is possible to have a 50/50 visit to a city the year before or year after a Navy Week to prepare or follow up with an audience and increase the impact of Navy Week. The 50/50 program does not operate in Fleet concentration areas.

The Executive Outreach office works with senior leaders' staffs to plan their trip agendas, which reduces the pressure on the PA professional to orchestrate an entire trip. If your commander is participating in a 50/50 event, it is imperative that you stay "in the loop" during the planning process and, if possible, accompany your commander for the visit to provide on-the-ground PA support.

Why it matters to a PA professional:

There are two ways in which a PA professional can influence this community outreach through this program. First, if you have a flag or Senior Executive Service (SES) leader in your command, you can recommend they participate in cities where they have a personal

	connection. Second, if you operate in an area with relatively low Navy visibility, you can contact the Executive Outreach office and suggest that a 50/50 visit be scheduled to your area to help increase awareness of the Navy and bolster your command's activities in the area.
Learn more:	Visit http://www.navy.mil/navco/display.asp?page=speakers.html to learn more. You can contact the NAVCO Executive Outreach office by phone at 901-874-5805 or by email at ExecutiveOutreach@navy.mil .
Timeline:	NAVCO solicits suggestions for 50/50 cities for the next calendar year every May-June. Cities are confirmed and briefed to senior Navy leadership before the annual O:AN conference (typically in July). Following O:AN, but typically no later than October, CHINFO will email all senior leaders in the Fleet, calling for volunteers with strong ties to target cities.

Navy Executive Outreach: Organization Liaison

The Organization Liaison Program maintains formalized relationships between the U.S. Navy and external civic and community organizations, specifically Veteran Service Organizations (VSO) such as the American Legion, Veterans of Foreign Wars, Navy League and Disabled American Veterans. This program reinforces and sustains relationships developed by individual commands and Sailors to ensure the Navy's relationships with such organizations continue, even as personnel within commands and organizations change over time.

Why it matters to a PA professional:	PA professionals can suggest organizations they have relationships with to add to the Organization Liaison list, or can use the Liaison Program as a resource to identify groups in their region that have expressed a continuing interest in the Navy.
Learn more:	Visit http://www.navy.mil/navco/display.asp?page=speakers.html to learn more. You can contact the NAVCO Executive Outreach office by phone at 901-874-5805 or by email at ExecutiveOutreach@navy.mil .
Timeline:	There is no set deadline for interacting with the Organizational Liaison.

Navy Weeks

Navy Weeks are a key component of the Navy's overall community outreach strategy, and play a significant role in increasing awareness and knowledge of the Navy in cities that do not enjoy a significant everyday Navy presence. Navy Weeks are a series of week-long engagements with key influencers and organizations across all market sectors featuring Navy equipment, personnel and senior leaders designed to inform Americans about the Navy's mission and importance to national security.

The Navy Week program is designed to educate Americans about the importance of naval service, to enhance understanding of the investment they make in their Navy and to increase awareness in cities that might not otherwise see the Navy on a regular basis.

Navy Weeks are organized around an "anchor event" or large community event such as a state fair or a public holiday celebration. By planning Navy Weeks around or in conjunction with these larger public events, Navy Weeks reach a larger and more diverse audience than Navy-only events can.

NAVCO plans and executes 18–20 Navy Weeks each year. Cities and towns are selected based on a wide range of criteria with careful consideration given to aspects such as anchor events, Blue Angels air show schedule, asset availability, city size, demographic make-up, geographic region, relationship-building, relationship-sustainment and new outreach opportunities.

Why it matters to a PA professional:	PA professionals can both influence the development of and benefit from Navy Weeks. If your command believes that your city would benefit from and be a strong host candidate for a Navy Week, you can suggest NAVCO consider a city near your command for upcoming future Navy Week. If a Navy Week is scheduled in your region, you should work with NAVCO to incorporate command events into the official Navy Week program, drawing additional attention to your command and its activities. Finally, Sailors of your command who are natives from a Navy Week city may participate if they are interested and are planning to travel home during that period of time (NAVCO cannot fund such travel).
Learn more:	Visit www.navy.mil/navco to learn more about getting involved with Navy Week opportunities. You can also contact the NAVCO Navy Week organizer by phone at 901–874–5800 or by email at navco@navy.mil .
Timeline:	<p>NAVCO begins planning in February of each year for the following year’s schedule. NAVCO solicits suggestions from Navy Week stakeholders, including regional commanders, the Reserve Force, Recruiting Districts and the Navy’s Diversity Office, on which cities should be selected. To be seriously considered, NAVCO requests all suggestions include as much information as possible why the suggested city would make sense for the Navy.</p> <p>The proposed Navy Week Calendar for the following year is briefed at the annual O:AN conference (typically in July) and approved by CHINFO and briefed to senior Navy leadership no later than September each year.</p>

Navy Bands and Color Guards

The official mission of Navy bands is to provide ceremonial and entertainment services afloat and ashore to enhance Navy presence and coalition-building initiatives, support Navy recruiting goals and objectives, inspire patriotism, elevate esprit de corps, enhance retention and pride in the Naval Service, enhance community awareness and public relations, and to provide services that project a positive United States and Navy image both at home and abroad. This includes supporting Navy Weeks, official Navy functions, Navy Recruiting efforts and related community outreach events.

Navy bands are comprised of professional musicians who perform in various musical units including ceremonial and parade bands, pop/rock bands, brass and woodwind quintets and jazz ensembles. Specialized ensembles can be configured to fulfill specific performance requirements.

The pop/rock groups typically perform a variety of popular music selections designed for audiences of recruiting age. Navy bands have the flexibility to adapt to any desired musical genre, to please all audiences and age groups.

Navy bands are not mission funded and therefore must use Navy Recruiting Command’s Music for Recruiting program to send them to Navy Weeks (rock/pop groups are the most likely to travel). For non-recruiting-related travel funding must be provided through the gaining command.

Both Navy policy and federal law govern bands, and questions regarding these policies should be directed to the band support officer. Bands may be authorized to perform concerts, patriotic ceremonies and parades for the general public and school concerts in support of Navy Recruiting. As a rule, free and open to the public concerts are generally acceptable band activities. Beyond that, though, requests generally require a review of the rules.

Navy color guards are available, with the same restrictions on funding and travel, for community events. Color guards are normally comprised of volunteer Sailors at commands and units, and their services are rendered in addition to their normal duties. Operational commitments, deployments and manning levels, may prevent color guards from participating in community events. The NAVCO Band Support Officer can assist in finding a local color guard.

Why it matters to a PA professional:	Bands and color guards are important components of the Navy presence in a community, entertaining and educating, while raising awareness of the Navy presence. While they generally require your command to have budget available to fund them, they contribute to command-sponsored public events or as command-contributed assets for a community event, reaching even those who have no direct interest in the Navy.
Learn more:	<p>Visit http://www.navy.mil/navco/display.asp?page=band.html or contact the NAVCO Band Support Officer by phone at 901-874-5804 or by email at bandsupport@navy.mil to learn more. The NAVCO Band Support Officer is the primary point of contact for all questions related to Navy Bands.</p> <p>Note that each of the eight fleet/area Navy Bands located across the country support multiple recruiting districts. Bands are not allowed to cross over into another band's area without prior approval from Head, Navy Music Program. The National Capitol Region (NCR), which includes The U.S. Navy Band and Naval Academy Band, are handled differently, and all requests for the NCR are overseen by Military District Washington. The U.S. Navy Band is required to conduct a national tour and is funded for this travel, but doesn't have much flexibility in its schedule for one-time requests.</p> <p>All requests for band support and color guards must be formally submitted to the band or NAVCO Band Support Officer using DD Form 2536.</p>
Timeline:	Navy Bands cannot fully commit to a military event more than 90 days in advance and cannot fully commit to a civilian event more than 60 days in advance (except recurring events like Navy Weeks).

Naval Aviation

The Naval Aviation Outreach/Support office at NAVCO oversees all public requests for naval aerial assets at civilian events, including static displays, flyovers, the Leap Frogs Parachute Team, the Blue Angels and tactical air demonstrations. While PA professionals can contact individual aviation units directly to assess general availability and interest, only NAVCO can approve requests.

Tactical air demonstrations and flyovers are the Navy's strongest visual representation of the skill and capabilities of U.S. Naval aviation assets to the American taxpayer.

Every year U.S. Naval aviation squadrons around the world are solicited to participate in air shows, "open air" sporting events, and other community events. When participation is approved, their mission is to demonstrate naval aviation's skill and hardware to the public.

A typical air show can consist of a myriad of static and dynamic exhibits, aircraft flyovers and formations, simulations of air-to-air and air-to-ground tactical maneuvers as well as mock bombing runs. These demonstrations also may showcase in-flight refueling, helicopter search and rescue techniques and much more.

Depending on the location of the event, certain aircraft can be set up as a “static display” consisting of an actual aircraft with crew and/or support staff standing by to answer questions and to allow the occasional peek into the cockpit of their aircraft.

All aviation requests must be submitted through the NAVCO Aviation Outreach/Support office on an accurately completed DD Form 2535. PA professionals can contact individual aviation units directly, but individual units are able to formally commit to an event until a DD Form 2535 is processed by NAVCO as “eligible.”

Why it matters to a PA professional:	Aviation assets such as flyovers and parachute jumps are the most impressive demonstrations the Navy can give over land, and have become a regular component of major American events such as large-scale sporting events and community celebrations. They are a tangible way to elevate a command-driven event in the eyes of the community; this has a similar impact as inviting communities to tour Navy ships when docked. Appropriate use of naval aviation platforms help educate, impress and entertain, and provide a capability that often makes community outreach efforts particularly memorable for all participants.
Learn more:	<p>Additionally, these assets are a great tool for media outreach. Pilots and parachute jumpers present a unique opportunity for an interesting story and visuals for the local media</p> <p>Visit http://www.navy.mil/navco/display.asp?page=aviation.html, or contact the NAVCO Aviation Outreach/Support Program Manager by phone at 901-874-5803 or by email at aviationsupport@navy.mil to learn more. All general questions about naval aviation assets can be directed to the Aviation Support Officer at NAVCO. Demonstration Team-specific questions can be directed to individual units, though they are not able to give final approval to requests without a processed DD Form 2535.</p>
Timeline:	Static displays require that the DD Form 2535 request form be filed a minimum of 30 days in advance of the event date. Flyovers also require at least 30 days’ notice. For more specific aviation request guidelines, reference the instructions page in the DD Form 2535. The Leap Frog Parachute Team generally requires at least 90 days’ notice. Navy Tactical Demos (TAC Demos) need to be submitted by August 1, one year prior to the scheduled year of the event which requests support. The Blue Angels plan on a two-year schedule, so requests must be submitted by August 1, two years prior to the scheduled year of the event requesting Blue Angels participation.

Naval Aviation: Leap Frogs Parachute Team

The Navy’s Leap Frogs Parachute Team is a fifteen-man team comprised entirely of U.S. Navy SEAL and SWCC commandos. Each member comes to the team for a three-year tour from one of the two Naval Special Warfare Groups located on the east and west coasts. On completion of the tour, members return to operational units.

A typical Leap Frogs performance consists of fourteen jumpers leaping out of an aircraft at an altitude of 12,500 feet. During free fall, jumpers reach speeds of 120 mph and can accelerate up to 180 mph by pulling their arms to their sides and straightening their legs into what is called a "track." The jumpers typically open their parachutes at around 5,000 feet by releasing a smaller pilot chute, which deploys their main blue-and-gold canopy. After deploying their chutes, the Leap Frogs fly their canopies together to build dramatic canopy-relative work formations.

After performances, the Leap Frogs make themselves available to the public to answer questions about the Navy and the Naval Special Warfare community, as well as to sign autographs.

Why it matters to a PA professional:	Aviation assets such as parachute jumps are the most impressive spectacles that the Navy can put on over land, and are a regular component of major sporting events and community celebrations. They are a tangible way to elevate a command-driven event in the eyes of the community, with a similar impact to inviting the community to tour Navy ships when docked. In addition to the actual jumps, the members of the Leap Frogs pride themselves on taking time on the ground to conduct community outreach to community members to help further personalize the Navy experience.
Learn more:	Additionally, the Leap Frogs are certified to conduct a limited number of VIP two-person jumps, providing the opportunity for key influencers within your community to experience the true thrill of Navy aviation.
Timeline:	Visit http://www.leapfrogs.navy.mil/leap-frogs-navy-parachute-team-show-requests.aspx to learn more. The Navy Aviation office must process final DD Form 2535 requests, but direct inquiries for the Leap Frogs can be sent by email to navyparachuteteam@gmail.com .
	The Leap Frog Parachute Team generally requires that the DD Form 2535 request form be filed with the Navy Aviation office at least 90 days before a scheduled event. Their performance season is from April through December.

Naval Aviation: Blue Angels

The Blue Angels' mission is to enhance Navy and Marine Corps recruiting efforts and to represent the naval service to the United States, its elected leadership and foreign nations. The Blue Angels serve as positive role models and goodwill ambassadors for the U. S. Navy and Marine Corps.

A Blue Angels flight demonstration exhibits choreographed refinements of skills possessed by all naval aviators. The team is stationed at Forrest Sherman Field, Naval Air Station Pensacola, Fla., during the show season. The squadron spends January through March training pilots and new team members at Naval Air Facility El Centro, Calif.

Blue Angels typically fly close to 60 air shows at more than 30 sites per year.

Why it matters to a PA professional:	Aviation assets such as the Blue Angels are the most impressive spectacles the Navy can put on over land, and are a regular component of major sporting events and community celebrations. They are a tangible way to elevate a command-driven event in the eyes of the community, with a similar impact to inviting the community to tour Navy ships when
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	<p>docked. In addition to the actual performances, the members of the Blue Angels pride themselves on taking time on the ground to engage with community members to further personalize the Navy experience.</p> <p>The Blue Angels can conduct a limited number of VIP two-person flights, providing the opportunity for key influencers within your community to experience the true thrill of Navy aviation from the cockpit.</p>
Learn more:	Visit http://www.blueangels.navy.mil/show/ to learn more. The Navy Aviation office must process final DD Form 2535 request forms, but direct inquiries for the Blue Angels can be sent to Blue Angels PAO (see the PA Directory for the current point of contact).
Timeline:	The Blue Angels schedule two years out, so DD Form 2535 requests must be submitted to the Navy Aviation office by August 1 two years prior to the scheduled year.

Other Navy-wide Programs

Fleet Weeks

Fleet Week is a Navy, Marine Corps and Coast Guard tradition in which active military ships dock in a variety of major cities throughout the U.S. for approximately one week. Once moored, crews are welcomed into the city as a respite from day-to-day shipboard operations and to enjoy the community's hospitality. In return, the Navy typically offers public tours of ships, military demonstrations or air shows such as those provided by the Blue Angels.

Fleet Weeks are organized in a synergistic fashion by the maritime services, the host cities and public and private entities. Currently, Fleet Weeks occur annually in San Francisco, San Diego, New York City, Fort Lauderdale, Fla., Seattle, Los Angeles and Portland, Ore. Unlike Navy Weeks, the Navy is not directly responsible for the entire program, though it provides the basis for the annual celebrations by bringing the ships and their crews to town.

Why it matters to a PA professional:	If a Fleet Week occurs in your region, your command may be tasked to participate or host command events complementing the official Fleet Week program, garnering awareness for your command. Once participation has been determined, be prepared to give tours as applicable, organize community service-type events and encourage your Sailors to participate.
Learn more:	Each city has its own non-profit organizing committee. PA professionals operating in proximity to Fleet Weeks should start by contacting, Commander, Navy Region Mid-Atlantic Public Affairs; Commander, Navy Region Southeast Public Affairs; or Commander, U.S. Third Fleet, Public Affairs to better understand where you and your command may fit into Fleet Week festivities. Consult the PA Directory for the most current points of contact at these commands.
Timeline:	Contact abovementioned Navy contacts to learn more about Fleet Week planning timelines.

Navy Embark Programs

As you interact with the community, you may identify education, community and business leaders who have broad influence and the potential to become strong supporters of the local Navy presence if they had an opportunity to experience the Navy first-hand. An underway embark is a unique way to provide local leaders such experience and build their understanding of the Navy's importance to the region and the country.

The Navy Embark Program places groups of leaders from all sectors of society aboard an aircraft carrier, surface ship, or submarine, at sea. Embarking guests frequently become life-long supporters of the Navy.

A good embark candidate is someone who has not had substantial exposure to the Navy and has a wide sphere of influence within a profession or community. While aboard, guests experience first-hand how the Navy contributes to the security and stability of the United States and the world.

Embarking guests must pay their own transportation and lodging costs to and from the port of embarkation; and may be charged a fee by the ship to cover meals and other costs associated with the embark, up to about \$60.

The Navy has three distinct embark programs:

- The Distinguished Visitor (DV) Embark Program, managed by Commander, Naval Air Forces Pacific in San Diego, and Commander, Naval Air Forces Atlantic in Norfolk, Va., conducts overnight embarks aboard an aircraft carrier. Guests are flown out to the ship via a C-2 Greyhound aircraft and spend about 26 hours aboard meeting with the ship's leaders, interacting with Sailors, touring and observing a full spectrum of flight and shipboard operations.
- The Leaders to Sea (LTS) Embark Program, managed by Commander, Naval Surface Forces Pacific in San Diego, and Commander Naval Surface Forces Atlantic in Norfolk, Va., conduct daylight-only embarks aboard a Navy surface ship. Guests are flown to the ship via a helicopter. They spend several hours aboard meeting with the ship's leaders, interacting with Sailors, touring and observing a full spectrum of shipboard operations.
- The Submarine Embark Program, managed at several locations by Commanders, Naval Submarine Forces Pacific and Atlantic, conduct submerged underway operations, departing and returning to the same port. Guests walk aboard the ship and spend four to 24 hours aboard meeting with the sub's leaders, interacting with Sailors, touring the sub, and observing a full spectrum of submarine operations.

Guests participating on any of these embarks are required to register on the CHINFO-managed DV/Friends of the Navy Embark website. The registry is a useful tool, enabling CHINFO and embark hosts to contact guests prior to their embark and to stay in touch after an embark.

Why it matters to a PA professional:

As you interact with your community, you may identify certain community and business leaders who have a strong influence and have the potential to become strong supporters of the local Navy presence if they are afforded the opportunity to experience a deeper exposure to the military. A DV embark is a unique opportunity for local leaders to develop first-hand knowledge on the Navy's importance to the region and to the country.

Learn more:

Access to the DV Embark database requires a user login and password. The website is located at <https://www.chinfo.navy.mil/embark/>. To create

	an account, contact Commander, Naval Air Forces Public Affairs (consult the PA Directory for the current points of contact), Commander, Naval Air Forces Atlantic Public Affairs at (757) 444-3373, or the CHINFO Embark support desk (support@navyembark.org).
Timeline:	Hosting commands provide about three to six weeks notice of available seats for a future embark; but timing varies based on operational schedules. Preregistering an individual in the embark database does not guarantee an embark invitation.

Friends of the Navy Program

The Friends of the Navy (FON) Database is a related component of the Embark program, using the same website and database format. FON involves compiling a comprehensive contact list of prominent individuals who have expressed an interest in supporting and receiving updates about Navy activities.

You can review existing entries, or add your own friends from your region in the FON database.

Why it matters to a PA professional:	<p>As you interact within your community, you may identify influential education, community and business leaders are strong supporters of the Navy. Entering them into the FON database ensures the Navy will be able to stay in touch with them and directly inform them of opportunities to act upon their positive feelings for the Navy, bolstering your community outreach efforts.</p> <p>As a PA professional, you can request an account to access the website, which allows you to register individuals in your region into the FON database and to identify individuals from your region already in the database who may be willing to assist in future outreach.</p>
Learn more:	<p>Access to the DV Embark database, requires a user login and password. The website is online at https://www.chinfo.navy.mil/embark/. PAOs also have access to the embark database, explained in the previous entry.</p> <p>To create an account to access the database or to request more details about the FON program, contact the CHINFO Embark support desk (support@navyembark.org).</p>
Timeline:	Timeline: The FON database is available online 24/7.

Naval History & Heritage Command

For more than 200 years the Navy has collected, preserved, analyzed and shared U.S. naval history. NHHHC is comprised of more than 42 facilities in 13 locations around the country, and has artifacts in museums all over the world. NHHHC cares for 1.5 million historic photographs, more than two million historic artifacts, the Navy art collection, ten Navy museums, a national Navy library, a national Navy archive, and an underwater archaeology program that protects and conserves more than 18,000 sunken ship and aircraft worldwide. Through its historians, museums, archives and outreach team NHHHC promotes Navy history and plays an important role in Navy community outreach efforts by showcasing how naval history is relevant to today's Navy and our nation's security interests.

The NHHC's mission includes:

- Providing the knowledge foundation for the Navy by maintaining historically relevant resources and products that identify what the Navy is and what it stands for
- Interpreting naval history and heritage, providing relevant support to Navy leadership and Sailors to support policy development, enhance readiness and build esprit de corps
- Conducting outreach to the American public that highlights the critical role the Navy plays in their daily lives and the importance of maintaining a strong Navy to protect their basic freedoms and the America's maritime commerce
- Collecting, preserving, protecting, and making available the artifacts, documents, and art that embody our naval history and heritage for future generations
- Advancing the knowledge of naval history and heritage through professional research, analysis, interpretation, products, and services.

The following NHHC facilities are open to the public, with direct links at <http://www.history.navy.mil/museums/index.html>:

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|-------------------------------------|-----------------------------------|
| • National Museum of the U.S. Navy | • Puget Sound Naval Museum |
| • National Naval Aviation Museum | • Patuxent River Naval Air Museum |
| • Great Lakes Naval Museum | • US Navy Seabee Museum |
| • Hampton Roads Naval Museum | • US Naval Academy Museum |
| • Naval Undersea Museum | • USS Constitution |
| • Submarine Force Museum & Nautilus | • US Naval War College Museum |

Why it matters to a PA professional:

NHHC provides the context of the Navy's role in shaping U.S. history. Integrating historical understanding makes for a more meaningful and effective message and helps build a deeper appreciation of the importance of today's Navy. If a NHHC facility is in your region, it can provide a PA professional with an additional community outreach options by incorporating educational and historical opportunities for learning about the Navy's role in the U.S., which helps build deeper support for the Navy as an enduring American institution.

Learn more:

If there are no NHHC facilities within your region, NHHC headquarters has a vast array of resources to provide educational and historical context as part of its community outreach initiative, and can be a resource to bolster your outreach efforts.

Visit <http://www.history.navy.mil> to learn more. Direct inquiries or requests should be sent directly through the Integration and Outreach Division at 202-433-7880 or by email at NHHCPAO@navy.mil.

Timeline:

There is no set timeline for interacting with NHHC.

Navy Recruiting Command

While Navy Recruiting Command's mission is to "recruit the best men and women for America's Navy," there is room for overlap with a command's community outreach initiatives. Community outreach, by increasing awareness of the Navy, helps educate Americans who might otherwise not consider a life in the Navy. As part of its recruiting efforts, Navy Recruiting has developed marketing and educational materials that can be of great value to a PA professional in planning and conducting community outreach.

If you are planning a community event, make sure to speak with the local Navy Recruiting District (NRD) to see if you can combine resources and funding to support a community event benefiting both your command and Navy Recruiting. Combining forces may allow for a larger event than either your command or Navy Recruiting could do alone.

Why it matters to a PA professional:

Navy Recruiting Public Affairs page provide Navy-wide branding and informational materials to support your outreach, including facts and statistics, speech templates, and a media calendar of Navy events and anniversaries.

Navy Recruiting's Friends of the Navy page provides key national and local messages, information about the Navy's value to the U.S. and other valuable resources to help you communicate what the Navy is doing to protect the nation.

Finally, since Navy recruiters are on the ground all over the country, getting to know community members while seeking new Sailors, the PA professionals at nearest Navy Recruiting District can be of great service to a PA professional seeking to take the pulse of a community while planning outreach. The NRD PA professionals know their regions through direct recruiter relationships, and they can help connect command PA professionals with valuable community contacts.

Learn more:

Visit http://www.cnrc.navy.mil/public_affairs.htm and http://www.cnrc.navy.mil/Friends_of_the_Navy.htm to review the available Navy branding products produced by Navy Recruiting Command.

Visit http://www.cnrc.navy.mil/command_info.htm to find contact information for Navy Recruiting Command Public Affairs or to find contact information for the NRD in your area. You can also contact Navy Recruiting Command Headquarters Public Affairs at 901-874-9048 or cnrc_pao@navy.mil.

Timeline:

Interact with Navy Recruiting Command any time as needed and include them early in the process when planning community outreach events.

Command Level Programs

The most common programs commands use for community outreach include:

Visits and Tours: Navy commands, regardless of their size or mission, generate community interest. For this reason, tours are often an important part of any community outreach program, as visitors witness the Navy in action firsthand. The PA Office should be responsible for handling tour requests, selecting and training tour guides, and planning and coordinating tours.

Bringing the public to the command allows community members to interact with Sailors and enhances their understanding of what its Navy does for them. Just like performing good works in the community, having people visit the command showing interest in, and appreciation for, what Sailors and civilians do also improves pride in the command.

Town Halls: Town hall meetings support community outreach efforts. Most commonly, commands host town hall meetings on base to provide information on current events and to address issues directly affecting the community. Community members may voice concerns and recommend solutions to improve programs and services.

Some commands choose to host town hall meetings in the community, which sends the message that the command views itself as part of the broader community, and removes the security restrictions that often separate military facilities from neighboring communities.

School Partnerships: Commands partner with schools for a wide variety of activities including regular classroom visits, judging science fairs, tutoring and mentoring students, deployment pen pal exchanges and hosting command visits.

Exhibits: Exhibits are an important component of command-level community outreach providing a tangible displays that help the community understand the command's mission, people, program or history. Collections of naval equipment, models, devices, photos and other objects can enhance the Navy's presentation and presence at fairs, festivals, conventions, conferences, seminars, demonstrations and other similar events.

Your command can create its own exhibits, or borrow exhibits from commands such as Naval History & Heritage Command, Naval Sea Systems Command or the Office of Navy Research.

While command-level exhibits do not require authorization from higher authority, exhibits generating national interest must be coordinated in advance. Refer to SECNAVINST 5720.44C, Chapter 5, Navy and Marine Corps Exhibits, for more information.

Ship Namesake Programs: Ships named for places often maintain namesake programs where the Sailors visit the region and people from the region support the ship with letters and care packages during deployments, like the "721 Club" in Chicago that supports USS Chicago. A namesake ship's leaders and crews may visit often or participate in Navy Weeks in their namesake location or other high-visibility events like the Rose Bowl and Rose Parade for USS Pasadena.

Other Community Events: Military members may support community requests to participate in local events such as part of an honor guard, science fair, marching unit, etc. Generally, efforts involving service members, such as joint cleanup ventures or blood drives, are most productive. Support must be confined to activities of common public interest and benefit to a local, state, regional or national interest, unless specifically authorized. When in doubt, talk to the next PA professional in the chain of command and consult the relevant regulations.

News Media and Social Media Engagement

News media and social media engagement are important aspects in a PA professional's community outreach planning, publicizing and amplifying the impact of command-sponsored community events as an essential stand-alone component of community outreach.

Traditional news media is an important platform through which a command can communicate its priorities, provide updates on new developments and raise awareness around community outreach activities. Know how to reach the relevant local journalists and building a strong relationship with them to help ensure your command received fair and balanced coverage whether you are communicating good news or bad news.

The exponential increase in the use of social media has provided a series of new platforms allowing your command to speak directly to its varied publics, maintain immediate contact with members and family members of the command, and be more transparent. But social media also can be problematic if misused or can be an outreach failure if underused once established. Clear objectives and plans are important when including media and social media outreach to enhance your command's community outreach efforts.

In addition to consulting senior PA professionals, make sure to learn the relevant regulations as you include news media and social media in your community outreach activities.

The primary Navy resource governing both traditional news media and social media is the Department of the Navy Public Affairs Policy and Regulations (SECNAVINST 5720.44C). The Navy Social Media Handbook is a strong guide on building and using social media in a Navy setting. The best site for accessing Navy social media guides, resources and tips is the Navy Media Content Services blog, located at <http://usnavymedia.tumblr.com/educationandtraing.10052302>

Public Affairs References

DoDD 1100.20 Support and Services for Eligible Organizations and Activities Outside the DoD

DoDD 5100.46 Foreign Disaster Relief

DoDD 5410.18 Public Affairs Community Relations Policy

DoDD 5500.11 Nondiscrimination in Federally Assisted Programs

DoDI 1300.15 Military Funeral Support

DoDI 1334.1 Wearing of the Uniform

DoDI 3025.21 DoD Support to Civilian Law Enforcement Agencies

DoDI 5035.01 Combined Federal Campaign (CFC) Fund-Raising Within the DoD

DoDI 5410.19 Community Relations Policy Implementation

DoDI 7230.08 Leases and Demonstrations of DoD Equipment

DoDI 7250.13 Use of Appropriated Funds for Official Representation Purposes

SECNAVINST 5720.44C, Department of the Navy Public Affairs Policy and Regulations

SECNAVINST 5755.2A Department of the Navy Museum Exchanges

SECNAVINST 5820.7C Cooperation with Law Enforcement Officials

SECNAVINST 7042.7K Guidelines for Use of Official Representations Funds

OPNAVINST 3440.16D Navy Defense Support of Civil Authorities Program

OPNAVINST 5720.2M Embarkation in United States Naval Ships

OPNAVINST 5726.8A Outreach America's Navy

OPNAVINST 5750.4D Navy Historical Programs

OPNAVINST 5750.13A Historical Properties of the Navy

OPNAVINST 5754.1C Loan of Navy Art

OPNAVINST 5760.5C Navy Support and Assistance to Youth Groups

BUPERS Instruction 5450.37D, Missions and Functions of Official Navy Bands

COMUSFLTFORCOMINST 5726.3 Policy for Community Relations Funding and Activities

CINCPACFLTINST 7042.7F (available from CPF Public Affairs)

Mass Communications Specialist Basic Training Manual, NAVEDTRA 15010A, Ch. 2

Navy Social Media Handbook